

ANCON

EXHIBIT 3

DELPHI

6713

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

SHIP TO:

DELPHI SAGINAW STEERING SYS.  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI  
48601

US

PURCHASE

PAGE

1

ORDER: S3S26758/001

VENDOR NUMBER 60-881-4059

INVOICE TO:

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI  
48601

US

THE SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
48601

This order is not binding until accepted. Acceptance should be executed on acknowledgment copy which should be returned to Buyer.  
On the reverse side hereof are the terms and conditions to which Seller agrees by acceptance of this order.  
This order, including the terms and conditions, is subject to the complete and final agreement between Buyer and Seller and no other agreement in any way modifying any of said terms and conditions will be binding upon the Buyer unless made in writing and signed by Buyer's authorized representative.  
If Government Contract Number is Shown Hereon, additional Terms and Conditions Attached Herein Apply.

This Number Must Appear On All Invoices, Packing Slips, Packages and Bills of Lading.  
(2) copies of your packing slip must accompany each shipment.  
Item Identification Number(s) must be shown on Packing Slips or Invoices.  
Invoice Attn: Accounts Payable  
Do not Declare Valuation of Express Shipments or Insure Parcel Post.

ORDER DATE	03/15/04	989-757-3404
ALTERATION ISSUE DATE	J SANBORN	Buyer
ALTERATION EFFECTIVE DATE	S18	
PURCHASING AGENT		

SHIP VIA SEE BELOW

QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	RFO NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	PRICE MULTIPLE	UNIT MEAS
20	PR395938 001	26100800-08B HOUSING, MALE TRIPOT MACHINE COMPLETE FROM BLANK WHO ORDERED: MIKOLEIZIK/757-5287	THIS ORDER IS LISTED IN THE FOLLOWING CURRENCY USD DOLLAR (UNITED STATES)		03/30/04	A	0.00%	70.0000	EA
20	PR395938 002	26100800-08B HOUSING, MALE TRIPOT MACHINE COMPLETE FROM BLANK WHO ORDERED: MIKOLEIZIK/757-5287	THIS IS A MATERIAL REQUEST AGAINST MBO S3B00038 **THIS IS A CONFIRMING ORDER DO NOT DUPLICATE** CONFIRMED WITH: JOEL KARWAT		03/30/04	A	0.00%	70.0000	EA

TERMS AND CONDITIONS JANUARY 2001, APPLY OF WHICH SUPPLIER HAS RECEIVED A COPY.

Shipper / Packing

Ancon Pg 3 of 20

No. 578

**Recovery Team Incorporated**

1543 S. River Rd.

Bay City, MI. 48708

(989) 776-5000 Fax (989) 755-8000

Attention

J. MIKOLETZER

757-5287

How Packed

1 FLAT

Inventory Balance

228

Shipped To:

Delphi Saginaw Steering Systems

Plant 14

Inventory Code Number

7133

SHIPPED VIA

Our Truck

DATE SHIPPED

3-9-04

ORDERED

SHIPPED

DESCRIPTION

40

40

PN 26106373 MALE TRIPOT HOUSING

**RECEIVED**

DELPHI SAGINAW STEERING SYSTEMS

MAR 09 2004

PROTOTYPE CENTER

Order Filled By

CV

RECEIVED BY

Shipper / Packing

DELPHI

6773

PURCHASE

PAGE 1

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

SHIP TO:  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI  
48601

ORDER: S3S26758 001  
ALTERNATIVE  
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VENDOR NUMBER 60-881-4059

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3900 HOLLAND RD.  
DEPT. 14  
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ANCOR PROTOTYPE MACHINE  
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ORDER DATE	03/15/04	PHONE: 989-757-3404
ALTERATION ISSUE DATE	03/16/04	J SANBORN
ALTERATION EFFECTIVE DATE	03/16/04	Buyer
		PURCHASING AGENT

2ND DAY OF 2ND MONTH

F.O.B. DESTINATION UNLESS OTHERWISE INDICATED  
SHIPPING POINT

SHIP VIA  
SEE BELOW

QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	R.F.O. NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	PRICE MULTIPLE	UNIT
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### SPOT BUY S3S26758 HAS BEEN ALTERED AS FOLLOWS ###  
THIS ORDER IS LISTED IN THE FOLLOWING CURRENCY  
USD DOLLAR (UNITED STATES)

THIS IS A MATERIAL REQUEST AGAINST MBO S3B00038  
ADD CLAUSES

TERMS AND CONDITIONS PRINTED ON THE REVERSE SIDE OF THE PURCHASE ORDER AND THE REFERENCE TO TERMS AND CONDITIONS DATED JANUARY, 2001 ARE NOT VALID. DELPHI'S TERMS AND CONDITIONS CAN BE FOUND ON THE WEB SITE LISTED BELOW. SELLER ACKNOWLEDGES AND AGREES THAT BUYER'S GENERAL TERMS AND CONDITIONS ARE INCORPORATED IN, AND A PART OF, THIS CONTRACT AND EACH PURCHASE ORDER, RELEASE, REQUISITION, WORK ORDER, SHIPPING INSTRUCTION, SPECIFICATION AND OTHER DOCUMENTS ISSUED BY BUYER OR ACCEPTED IN WRITING BY BUYER, WHETHER EXPRESSED IN WRITTEN FORM OR BY ELECTRONIC DATA INTERCHANGE, RELATING TO THE GOODS AND/OR SERVICES TO BE PROVIDED BY SELLER PURSUANT TO THIS CONTRACT (SUCH DOCUMENTS ARE COLLECTIVELY REFERRED TO AS THIS "CONTRACT"). A COPY OF BUYER'S GENERAL TERMS AND CONDITIONS IS AVAILABLE UPON WRITTEN REQUEST TO BUYER OR VIA THE INTERNET

DELPHI

PURCHASE

PAGE 2

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

SHIP TO:  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
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DELPHI SAGINAW STEERING SYS.  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI  
48601

VENDOR NUMBER 60-881-4059

INVOICE TO:  
3900 HOLLAND RD.

ORDER: S3S26758 001  
A L T E R A T I O N  
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Post.

THE SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
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Attached Hereto Apply.

ORDER DATE 03/15/04  
ALTERATION ISSUE DATE 03/16/04  
ALTERATION EFFECTIVE DATE 03/16/04  
PHONE: 989-757-3404  
J SANBORN  
S18 Buyer  
PURCHASING AGENT

2ND DAY OF 2ND MONTH

F.O.B. DESTINATION UNLESS OTHERWISE INDICATED  
SHIPPING POINT

SHIP VIA  
SEE BELOW

QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	RFO NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	PRICE MULTIPLE	UNIT
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AT DELPHI'S WEBSITE, DELPHI.COM (BY CLICKING ON  
"SUPPLIERS" IN THE HEADER AND THEN "SUPPLIER  
COMMUNITY PORTAL", THEN CLICK ON "SUPPLIER STANDARDS"  
THEN "ATTACHMENTS", FORMS, AND ADDITIONAL  
INFORMATION", AND THEN "DGP SUPPLIER GUIDELINES  
ATTACHMENT C GENERAL TERMS AND CONDITIONS").  
SELLER ACKNOWLEDGES AND AGREES THAT IT HAS READ  
AND UNDERSTANDS BUYER'S GENERAL TERMS AND CONDITIONS.  
IF SELLER ACCEPTS THIS CONTRACT IN WRITING OR  
COMMENCES ANY OF THE WORK OR SERVICES WHICH ARE  
THE SUBJECT OF THIS CONTRACT, SELLER WILL BE  
DEEMED TO HAVE ACCEPTED THIS CONTRACT AND BUYER'S  
GENERAL TERMS AND CONDITIONS IN THEIR ENTIRETY  
WITHOUT MODIFICATION. ANY ADDITIONS TO, CHANGES  
IN, MODIFICATIONS OF, OR REVISIONS OF THIS CONTRACT  
(INCLUDING BUYER'S GENERAL TERMS AND CONDITIONS)  
WHICH SELLER PROPOSES WILL BE DEEMED TO BE REJECTED  
BY BUYER EXCEPT TO THE EXTENT THAT BUYER EXPRESSLY  
AGREES TO ACCEPT ANY SUCH PROPOSALS IN WRITING.

\*\*\*\*\*ATTENTION ALL SUPPLIERS\*\*\*\*\*  
COMPLETE SHIP TO ADDRESS INCLUDING PLANT # MUST BE ON  
ALL PACKING SLIPS. IF PROPER INFORMATION IS NOT  
INCLUDED PAYMENT WILL BE DELAYED AND/OR MATERIAL  
WILL BE RETURNED.

\*TOOLS - PROPERTY OF & RIGHT TO AUDIT\*

DELPHI

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48601

SHIP TO:  
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US

VENDOR NUMBER 60-881-4059

THE SERVICES CO  
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US

PURCHASE

PAGE 3

ORDER: S3S26758 001  
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ORDER DATE	03/15/04	PHONE: 989-757-3404
ALTERATION ISSUE DATE	03/16/04	J SANBORN
ALTERATION EFFECTIVE DATE	03/16/04	S18 Buyer
		PURCHASING AGENT

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SHIP VIA  
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PAYMENT TERMS  
NET  
2ND DAY OF 2ND MONTH

QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	R.F.O. NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	PRICE MULTIPLE	UNIT MEAS
------------------	-------------------------	-----------	-------------	---------------	---------------	-------------	-----------------	----------------	-----------

ANY TOOLS MANUFACTURED/PROCURED SPECIFICALLY FOR THE PROCESSING OF THE PARTS(S) ON THIS PURCHASE ORDER ARE PROPERTY OF DELPHI AND MUST BE PROPERLY IDENTIFIED AS SUCH. ALL PURCHASE ORDERS FOR PROTOTYPE TOOLING REQUIRE THAT BLUEPRINTS OF SAID TOOLING BE SUBMITTED TO THE BUYER IMMEDIATELY AFTER THE TOOLING IS COMPLETED (WHEN REQUESTED BY THE BUYER). TOOLS ARE TO BE HELD AT SELLER'S PLANT AND ARE NOT TO BE MOVED OR USED FOR ANY OTHER PURPOSE WITHOUT THE SPECIFIC AUTHORIZATION OF THE BUYER. "SELLER HEREBY AGREES TO RETAIN THE TOOLS DESCRIBED ABOVE FOR A PERIOD OF FIVE (5) YEARS THEREAFTER TO RETURN, TRANSFER TO ANOTHER LOCATION, OR TO REMIT THE PROCEEDS OF THE SALE FOR SCRAP TO THE DIRECTOR OF PURCHASING AS SO INSTRUCTED BY THE BUYER." TO FACILITATE PROMPT PAYMENT, PLEASE INCLUDE SET-UP AND/OR TOOLING CHARGES ON YOUR PACKING SLIP WITH THEIR APPROPRIATE SEQUENCE/ITEM NUMBER WHEN MAKING THE FIRST SHIPMENT OF THE PARTS. DELPHI BUYER RESERVES THE RIGHT TO AUDIT ALL PERTINENT DOCUMENTS RELATING TO THE GOODS OR SERVICES COVERED BY THIS PURCHASE ORDER AND IF REQUESTED BY THE BUYER, SELLER SHALL PROVIDE SUCH DOCUMENTATION PROMPTLY. BUYER SHALL REIMBURSE SELLER THE LESSER OF (I) THE AMOUNT SPECIFIED IN THIS CONTRACT OR (II) SELLER'S ACTUAL COST FOR PURCHASED MATERIALS AND SERVICES COVERED BY THIS PURCHASE ORDER AND IF REQUESTED BY THE BUYER, SELLER SHALL PROVIDE

DELPHI

PURCHASE

PAGE 4

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

SHIP TO:  
DELPHI SAGINAW STEERING SYS.  
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PHONE: 989-757-3404  
J SANBORN  
S18 Buyer  
PURCHASING AGENT

2ND DAY OF 2ND MONTH

SHIP VIA  
SEE BELOW

SUCH DOCUMENTATION PROMPTLY. TOOLING BREAKDOWN:  
WHEN QUOTING TOOLS, GAGES OR FIXTURES PLEASE  
PROVIDE A COMPLETE BREAKDOWN OF TOOLS WITH ITEMIZED  
COSTS. REQUIREMENTS FOR THE BREAKDOWN ARE AS  
FOLLOWS: (1) ANY DESIGN/DEVELOPMENT COST MUST BE  
ITEMIZED SEPARATE FROM TOOL COSTS. (2) ANY PROTOTYPE  
TOOLS, GAGES OR FIXTURES THAT CAN BE USED IN  
PRODUCTION LATER MUST BE IDENTIFIED AS PRODUCTION  
INTENT TOOLS. THESE TOOLS WILL BE PAID BY PRODUCTION  
AFTER PPAP. (3) QUOTES WITHOUT PROPER DOCUMENTATION  
ARE SUBJECT TO NON-ACCEPTANCE. (4) PLEASE PROVIDE  
A COPY OF THE PROPOSED TOOLING SOURCES' QUOTE(S) WITH  
YOUR QUOTE. ANY DEVIATION FROM THE ABOVE  
REQUIREMENTS WILL ULTIMATELY DELAY ISSUANCE OF A  
PURCHASE ORDER.

# DELPHI AUTOMOTIVE SYSTEMS

## Purchase Request

Shaded areas are required fields

6773

SB PO / REL No.  
 MBO / BL PO No.  
 PO# / Alt.

SB3526758

Req. No. PR395938

Supplier ANCON TOOL & DIE INC		Duns No. 608614059		Date 03/15/2004		APA Recd		Require 03/30/2004	
Address 1756 WICCO RD		Fax No. (989) 755-0330		Ship To PO 3P1		Promise 03/30/2004		Effective	
SAGINAW MI 48001		Phone No. (989) 755-0328		Rec/Notify Jay Milkoleizik		Phone (989) 757-5287 Mail/Pk		Fax	
Contract JOEL KARYAT (QUOTES)		WFO Type: Number:		99		14		1	
Qty	UOM	Est Cost	Actual Cost	QC	GL	Dept	Sub Acct	Comp	Loc
40	EA	\$ 70.00		2	4	5	5	3	3
				(USA - United State)		WFO KSE00390		100 % P	
Total Actual Cost \$ 2,800.00 (USA - United State)				26100800 - DBB		HOUSING, MALE TRIPOT. MACHINE COMPLETE		FROM BLANK	
Total Est Cost		Inspection Requirement: Road Mapped Dimensions with GP-11 Warrant		Technical Specification: Multiple Supplier - Complete "Coded" Blueprint		Tech Plan Details:		Clauses	
Must Be Complete: Is a Substitute Material or Supplier Acceptable		Yes <input type="checkbox"/>		Holder of Blanket Order		Buyer		Date	
No <input checked="" type="checkbox"/> Must Provide Justification		Program: GMX 381		Quote No.		Purchasing Manager		Date	
Service Approved / Completed		APA Recd Services		Date		Approval		Date	
Originalator SCHAPIER, THOMAS W		Phone (989) 757-9172		Hazard Matl Appr.		Accel. Appr.		Date	
99-14-1									

ENTERED MAR 15 2004

COPY - EXPEDITOR

P.O. # 53526758

DAS 2207 0199



## PROTOTYPE OPERATIONS

## PART REQUEST AND ROUTING

EXPEDITER TO COMPLETE APPLICABLE YELLOW FIELDS:

ALTERATION DATE: 

DATE: 03/08/2004

DATE REQUIRED: 03/30/2004

QUANTITY: 40

WORK ORDER #: K9SE00390

PART #: 26100800

REV #: 08B

REV DATE: 08/23/2003

PROGRAM: GMX 381

DESCRIPTION: HOUSING, MALE TRIPOT

EXPEDITER: J. MIKOLEIZIK

PHONE: 7-5287

ENGINEER: TOM SCHAPER

PHONE: 7-9172

## PART PROCESS FLOW:

OP	PROCESS	SUPPLIER / LOCATION	DUE DATE	REQUIRED DOCUMENTS	DOCUMENT VERIFICATION REQ'D AT PROTOTYPE OPERATIONS	PROTOTYPE QUALITY		
						QTY	INDEX #	APPROVAL INITIAL / DATE
10	GREEN MACHINE FROM DELPHI SUPPLIED BLANK # 26106373	ANCON	7 DAYS		<input type="checkbox"/> NO <input type="checkbox"/> YES AT OP # _____			
20	ROLL SPLINES	COLD FORM O	3 DAYS	GP-11 ON SPLINE ROLLING	<input type="checkbox"/> NO <input checked="" type="checkbox"/> YES AT OP # _____			
30	INDUCTION HARDEN	PLT 3 INDUCTION LAB A	3 DAYS	I REPORT	<input type="checkbox"/> NO <input checked="" type="checkbox"/> YES AT OP # _____			
40	FINISH GRIND AND GRIND IN SNAP RING GROOVE	ANCON	3 DAYS	FULL GP-11	<input type="checkbox"/> NO <input checked="" type="checkbox"/> YES AT OP # _____			
50					<input type="checkbox"/> NO <input type="checkbox"/> YES AT OP # _____			
60					<input type="checkbox"/> NO <input type="checkbox"/> YES AT OP # _____			
70					<input type="checkbox"/> NO <input type="checkbox"/> YES AT OP # _____			
80					<input type="checkbox"/> NO <input type="checkbox"/> YES AT OP # _____			

## SPECIAL INSTRUCTIONS:

AXLE BAR SHOWN ON 26100214 BAR CHART

## ENGINEER REVIEW:

SIGNATURE

DATE

**THIS SHEET MUST BE RETURNED WITH PARTS!**

HIS PLANT; 14 CISC0: 44001, PROTOTYPE OPER, 2975 MODULAR DR, SAGINAW, MI 48601

SHIP TO:  
SAME

ATTEN: STEVE

New York

SEMIER REPRESENTS THAT WITH RESPECT TO THE PRODUCTION OF THE ARTICLES COVERED BY THIS INVOICE, IT HAS FULLY COMPLIED WITH THE PROVISIONS OF THE FAIR LABOR STANDARDS ACT OF 1938, AS AMENDED.



DELPHI

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

US

VENDOR NUMBER 60-881-4059  
H E SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
48601

TO:

US

INVOICE TO:

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
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SHIPPING POINT

SHIP VIA

SEE BELOW

DELPHI SAGINAW STEERING SYS.  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI  
48601

US

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
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PURCHASE

ORDER: S3S23710

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ORDER DATE

06/27/03

ALTERATION ISSUE DATE

DATE

PHONE: 989-757-3404

J SANBORN

S18

Buyer

PURCHASING AGENT

Doc 7413-15

PAYMENT TERMS  
NET 2ND DAY OF 2ND MONTH

ITEM SEQUENCE

QUANTITY ORDERED

ITEM IDENTIFICATION NO.

NOUN NAME

DESCRIPTION

RFQ NUMBER

DATE REQUIRED

TAX CODE/ %

BASE UNIT PRICE

PRICE MULTIPLE

UNIT

THIS ORDER IS LISTED IN THE FOLLOWING CURRENCY  
USD DOLLAR (UNITED STATES)

COMPLETE GP-11 SUBMISSION REQUIRED TO ACCOMPANY SHIPMENT

00001 100 Q PR390130 001  
12-7/23  
38-7/31

26108356-07D BALL OUTER TRIPOT SEE CHART # 2611238  
MACHINE COMPLETE PER B/P USE SAE 52100 BEARING  
QUALITY STEEL  
WHO ORDERED: K.BISHOP/757-9166

36.0000

08/01/03 A 0.00%

00002 52 Q PR390130 002  
8/12

26111239-07D BALL OUTER TRIPOT SEE CHART 26111238  
GREEN IDENTIFICATION CODE  
WHO ORDERED: K.BISHOP/757-9166

47.0000

08/01/03 A 0.00%

00003 52 B PR390130 003  
8/14

26111240-07D BALL OUTER TRIPOT BLUE IDENTIFICATION  
CODE  
WHO ORDERED: K.BISHOP/757-9166

47.0000

08/01/03 A 0.00%

00004 30 C PR390130 004  
8/14

26111241-07D BALL OUTER TRIPOT PURPLE IDENTIFICATION  
CODE  
WHO ORDERED: K.BISHOP/757-9166

59.0000

08/01/03 A 0.00%

A000717 USER MELISSA L KALEYTA

ORIGINAL

CONTINUE PAGE

2

SMDL03 01/15/2003

Filed 03/26/07 Entered 03/26/07 15:47:11 Exhibit 3a  
Ancon Pg 12 of 20

DELPHI

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

US

VENDOR NUMBER 60-881-4059  
H E SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
48601

TO:

US

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
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PURCHASE

PAGE

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ORDER DATE  
06/27/03  
ALTERNATION ISSUE DATE  
ALTERNATION EFFECTIVE DATE  
PHONE: 989-757-3404  
J. SANBORN  
S18  
Buyer  
PURCHASING AGENT

PAYMENT TERMS  
NET 2ND DAY OF 2ND MONTH  
SHIP VIA  
SEE BELOW

ITEM SEQUENCE	QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	RFQ NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	PRICE MULTIPLE	UNIT MEAS
			*****SHIPPING AND ROUTING INSTRUCTIONS***** LESS THAN 150#--UPS CONSIGNEE BILLING IS HOW THE SHIPMENT SHOULD BE CALLED IN TO UPS NOT COLLECT INDIVIDUAL PACKAGES SHOULD WEIGH NO MORE THAN 40# OR LESS IF PRACTICAL, PLANT NUMBER MUST BE ON LABEL, FOR ITEMS COLLECTIVELY WEIGHING 150# -12,000# BELOW IF SHIPPING FROM---USE THESE CARRIERS: MI, IN, IL, WI, OH ON, (ONTARIO) ALL OTHER STATES CENTRAL TRANSPORT OVER 12,000 # --- CALL DELPHI SAGINAW TRANSPORTATION DEPARTMENT FOR CARRIER DESIGNATION (517) 757-3509 LEAD TIME, WHETHER INITIATED BY SUPPLIER OR SAGINAW MUST NOT BE MADE WITHOUT PRIOR APPROVAL BY SAGINAW PURCHASING VIA A PURCHASE ORDER ALTERATION. ANY CHANGES IN DELIVERY DATE FOR ANY REASON WHATSOEVER WILL BE REPORTED PROMPTLY, IN WRITING, TO THE BUYER WITH DETAILED EXPLANATION. THIS PURCHASE ORDER IS AN INVOICELESS PURCHASE ORDER. YOUR COMPANY IS NO LONGER REQUIRED TO SEND INVOICES TO RECEIVE PAYMENT (DO NOT SEND INVOICES). DELPHI-S WILL GENERATE PAYMENTS TO YOUR COMPANY BASED							

## PURCHASE

PAGE 3

ORDER: S3S23710

DELPHI SAGINAW STEERING SYS.  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI  
48601

US

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI  
48601

US

INVOICE TO:

VENDOR NUMBER 60-881-4059  
H E SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
48601

TO:

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

US

This Number Must Appear On All Invoices, Packing Slips,  
Packages and Bills of Lading.

(2) copies of your packing slip must accompany each shipment.  
Item Identification Number(s) must be shown on Packing Slip.

Invoice Attn: Accounts Payable  
Do not Declare Valuation of Express Shipments or Insure Package  
Post.

PHONE: 989-757-3484

J. SANBORN

S18

Buyer

PURCHASING AGENT

ORDER DATE

06/27/03

ALTERATION ISSUE DATE

ALTERATION EFFECTIVE DATE

This order is not binding until accepted. Acceptance should be executed on acknowledgment copy which should be returned to Buyer.  
On the reverse side hereof are the terms and conditions to which Seller agrees by acceptance of this order.  
This order, including the terms and conditions on the face and reverse side hereof, contains the complete and final agreement between Buyer and Seller and no other agreement in any way modifying any of said terms and conditions will be binding upon the Buyer unless made in writing and signed by Buyer's authorized representative.  
If Government Contract Number is Shown Hereon, additional Terms and Conditions Attached Hereto Apply.

F.O.B. DESTINATION UNLESS OTHERWISE INDICATED

SHIPPING POINT

SHIP VIA  
SEE BELOW

Doc 7418-15

PAYMENT TERMS

NET 2ND DAY OF 2ND MONTH

ITEM SEQUENCE	QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	RFQ NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	UNIT PRICE MULTIPLE	UNIT MEAS
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UPON RECEIPT OF MATERIAL AT OUR CURRENT PRICE AND PAYMENT TERMS. TO ENSURE PROMPT PAYMENT YOU WILL NEED TO ADHERE TO THE FOLLOWING GUIDELINES:

1. ADVISE THE BUYER OF ANY DISCREPANCIES ON THE PURCHASE ORDER PRIOR TO SHIPMENT. CONVEY THIS INFORMATION VIA BOTH PHONE AND FAX/LETTER. REFER TO BOTH THE PURCHASE ORDER NUMBER AND THE ITEM NUMBER AND PUT ON THE FAX OR LETTER.

2. THE DELPHI PART/ITEM NUMBER, THE PURCHASE ORDER NUMBER MUST BE INCLUDED ON ALL PACKING SLIPS SENT IN WITH SHIPMENTS. IF PAYMENT DID NOT OCCUR 2ND DAY 2ND MONTH AFTER RECEIPT OF GOODS, COPIES SHOULD BE MAILED TO THE "WHO ORDERED" PERSON AND THE "DELIVER TO" PERSON REFERENCED ON THE ORDER.

3. THE UNIT OF MEASURE ON THE PACKING SLIP MUST BE THE SAME AS THE PURCHASE ORDER UNIT OF MEASURE.  
4. DO NOT SEND AN INVOICE. PAYMENT WILL BE BASED ON RECEIPT RECORDS.

5. WAIT FOR PAYMENTS TO BE MADE THE 2ND DAY OF THE 2ND MONTH AFTER RECEIPT BEFORE BEING CONCERNED.

6. IF PAYMENT HAS NOT OCCURRED BY THE 2ND DAY 2ND MONTH AND IN THE CASE OF SERVICES TYPE ORDERS CALL THE PERSON DESIGNATED AS "WHO ORDERED" OR THE "DELIVER TO" PERSON TO CONFIRM IF A RECEIPT HAS BEEN ELECTRONICALLY ENTERED AUTHORIZING THE PAYMENT CYCLE TO BEGIN.

A000717 USER MELISSA L KALEYTA

ORIGINAL

CONTINUE PAGE

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SMOL03 01/15/2003

Filed 03/26/07 Entered 03/26/07 15:47:11 Exhibit 3a  
Ancon Pg 14 of 20

ORDER: S3S23710

DELPHI SAGINAW STEERING SYS.  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI  
48601

US

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14

INVOICE TO:

VENDOR NUMBER 60-881-4059

H E SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
48601

TO:

This Number Must Appear On All Invoices, Packing Slips,  
Packages and Bills of Lading.  
(2) copies of your packing slip must accompany each shipment.  
Item Identification Number(s) must be shown on Packing Slip and  
Invoices.  
Invoice Attn: Accounts Payable  
Do not Declare Valuation of Express Shipments or Insure Parcel  
Post.

ORDER DATE  
06/27/03  
ALTERNATION ISSUE DATE  
ALTERNATION EFFECTIVE  
DATE

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI  
48601

US

PHONE: 989-757-3004  
J SANBORN  
S18 Buyer

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returned to Buyer.  
On the reverse side hereof are the terms and conditions to which Seller agrees by acceptance of this order.  
This order, including the terms and conditions on the face and reverse side hereof, contains the complete and final  
agreement between Buyer and Seller and no other conditions, terms or conditions shall be binding on either party.  
If Government Contract Number is Shown Hereon, additional Terms and Conditions  
Attached Herein Apply.

Doc 7418-15

SHIP VIA SEE BELOW

PURCHASING AGENT

PAYMENT TERMS  
NET 2ND DAY OF 2ND MONTH

ITEM SEQUENCE	QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	RFC NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	UNIT MULTIPLE WEA	PRICE
				7. IF IT CAN BE CONFIRMED THAT A RECEIPT HAS BEEN ENTERED YOU CAN CALL "EAG DISBURSEMENTS" TO CHECK ON THE STATUS OF THE PAYMENT. YOU WILL NEED YOUR COMPANY'S (9) DIGIT DUN AND BRADSTREET ACCOUNT NO. ***** EAG DISBURSEMENTS PHONE (248) 874-4636 ***** IF IT BECOMES NECESSARY TO "BILL TO EAG DISBURSEMENT ANALYSIS: P.O. BOX 1550, FLINT, MI. 48501-1550. PLEASE DO NOT BILL SALES TAX AS WE HAVE OUR OWN DIRECT PAY PERMITS. ALABAMA PERMIT NO. 224. MICHIGAN PAY PERMIT ME3800440, NY. DP00036 ITEMS PRODUCED ON THIS ORDER TO BE IN COMPLIANCE WITH DELPHI PROTOTYPE MATERIAL PROCEDURE - GP11. GP-11 SUBMISSION REQUIREMENTS ARE AT LEVEL "B" AND MANDATORY FOR THIS ORDER / RELEASE. FOR FURTHER INFORMATION CONTACT GREG ROVOLL AT (517) 757-3095.  ITEMS PRODUCED ON THIS ORDER SHALL BE COMPLIANT TO THE GUIDELINES OF THE GENERAL MOTORS PROCEDURE GP-11 "FOR SUPPLIERS OF MATERIAL FOR PRE-PROTOTYPE & PROTOTYPE GP-11". HOWEVER, DELPHI SAGINAW STEERING HAS SOME CUSTOMER SPECIFIC REQUIREMENTS THAT DIFFER FROM THE GM PROCEDURE. THE DELPHI SAGINAW STEERING CUSTOMER SPECIFIC REQUIREMENTS ARE: SUBMISSION LEVEL "B" IS REQUIRED (WARRANT, ROADMAPPED PRINT, MATERIAL						

DELPHI

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

US

VENDOR NUMBER 60-881-4059  
H E SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
48601

TO:

DELPHI SAGINAW STEERING SYS.  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI  
48601

US

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI  
48601

US

INVOICE TO:

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PURCHASE

ORDER: S3S23710

PAGE 5

This Number Must Appear On All Invoices, Packing Slips, Packages and Bills of Lading.  
(2) copies of your packing slip must accompany each shipment.  
Item Identification Number(s) must be shown on Packing Slips and Invoices.  
Invoice Attn: Accounts Payable  
Do not Declare Valuation of Express Shipments or Insure Parcel Post.

ORDER DATE  
06/27/03  
ALTERNATION ISSUE DATE  
ALTERNATION EFFECTIVE DATE  
PHONE: 989-757-3404  
J SANBORN  
\$18  
Buyer  
PURCHASING AGENT

SHIP VIA  
SEE BELOW

PAYMENT TERMS			F.O.B. DESTINATION UNLESS OTHERWISE INDICATED			SHIP VIA		
NET			SHIPPING POINT			SEE BELOW		
ITEM SEQUENCE	QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	RFQ NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE
				CERTIFICATION, INSPECTION SUMMARY, AND PART NUMBER/REV LEVEL AND JULIAN DATE SERIALIZATION). - MATERIAL CERTIFICATION(S) TO ACCOMPANY THE SHIPMENT WITH TEST DATA SHOWING COMPLIANCE. - EACH PART REQUIRES THE PART NUMBER, REVISION LEVEL AND SERIALIZATION USING THE JULIAN DATE (I.E. 1145-001), NOT THE "S-001" METHOD DESCRIBED WITHIN THE GM PROCEDURE. - NUMBER ALL DIMENSIONS ON THE PRINT, INCLUDING NOTES TO CORRELATE WITH THE DIMENSIONAL SUMMARY INSPECTION SHEET. THE INSPECTION SHALL BE CONDUCTED ON A 3 PIECE RANDOM SAMPLE FOR EACH SHIPMENT. FOR PLASTIC INJECTED, RUBBER INJECTED AND CASTINGS, A COMPLETE INSPECTION IS REQUIRED ON 1 PIECE FROM EACH CAVITY OR DIE FROM THE SAME RUN. - IF THE PRINT REFERENCES A SPECIFICATION, A COPY OF THAT SPECIFICATION MUST BE INCLUDED WITH THE SUBMISSION. COMMON REQUIREMENTS ARE: - ALL KEY PRODUCT CHARACTERISTICS (KPC'S AND STARRED* DIMENSIONS) MUST BE MEASURED ON ALL PARTS. INSPECTION RESULTS MUST BE RECORDED. OUT OF TOLERANCE SPECIFICATION DIMENSION(S) MUST BE CIRCLED. THE SUPPLIER MUST COMPLETE THE CORRECTIVE ACTION ON THE BACK OF THE				

PRICE	UNIT	PRICE	UNIT	PRICE	UNIT	PRICE	UNIT	PRICE	UNIT



DELPHI

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

US

VENDOR NUMBER 60-881-4059  
H E SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
48601

TO:

US

DELPHI SAGINAW STEERING SYS.  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI  
48601

INVOICE TO:

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI  
48601

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PURCHASE

ORDER: S3S23710

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Invoice Attn: Accounts Payable  
Do not Declare Valuation of Express Shipments or Insure Parcel Post.

ORDER DATE  
06/27/03  
PHONE: 989-757-3404  
J SANBORN  
S18  
Buyer  
PURCHASING AGENT

SHIP VIA  
SEE BELOW

F.O.B. DESTINATION UNLESS OTHERWISE INDICATED  
SHIPPING POINT

PAYMENT TERMS  
NET 2ND DAY OF 2ND MONTH

ITEM SEQUENCE	QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	RFQ NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	PRICE MULTIPLE	UNIT MEASURE
				WARRANT AND FAX IT TO THE APPROPRIATE DELPHI ENGINEER FOR REVIEW. IF ACCEPTABLE, THE PROCURING DELPHI ENGINEER MUST SIGN OFF ON THE BACK OF THE WARRANT TO ACCEPT THE DEVIATION(S) PRIOR TO SUBMITTING THE PARTS FOR SHIPMENT. DELPHI SAGINAW STEERING REQUIREMENTS ARE SUMMARIZED IN A DOCUMENT TITLED "GP-11 MADE SIMPLE". THIS DOCUMENT MAY BE OBTAINED BY CONTACTING THE NUMBER BELOW. IF SUBMITTING A PPAP SUBMISSION IN PLACE OF A GP-11 SUBMISSION, THE PPAP MUST INCLUDE AN APPROVED WARRANT SIGNED BY THE CUSTOMER. YOU CANNOT SUBMIT A PPAP SUBMISSION THAT IS "PENDING APPROVAL" IN PLACE OF GP-11. PRODUCTION SUPPLIER MUST BE REGISTERED WITH COVISINT. ANY NON-COMPLIANCE TO THE REQUIREMENTS MAY RESULT IN THE ISSUANCE OF A PROBLEM REPORT AND RESOLUTION (PR & R). WHEN GP-11 LEVEL OF CERTIFICATION IS INDICATED, THE SUPPLIER MUST REVIEW THE STATUS OF GP-11 DOCUMENTATION WITH THE PROTOTYPE EXPEDITOR AND OBTAIN A RELEASE BEFORE MATERIAL IS SHIPPED. IF MATERIAL IS SHIPPED WITHOUT PROTOTYPE APPROVAL, THE SUPPLIER ACCEPTS RESPONSIBILITY FOR ALL TRANSPORTATION AND INSPECTION EXPENSES REQUIRED TO MEET THE ORIGINAL REQUIREMENT OF THE PURCHASE ORDER. IF THE ORDER IS FOR TOOLING, THE GP-11 REQUIREMENTS ARE NOT NECESSARY. IF YOU WOULD LIKE INFORMATION						

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI 48601

SHIP TO:  
DELPHI SAGINAW STEERING SYS.  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI 48601

US

US

VENDOR NUMBER 60-881-4059  
H E SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI 48601

INVOICE TO:  
DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI 48601

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PURCHASE PAGE  
ORDER: S3S23710

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ORDER DATE  
06/27/03  
ALTERNATION ISSUE DATE  
ALTERNATION EFFECTIVE DATE  
PHONE: 989-757-3402  
J SANBORN  
S18  
Buyer  
PURCHASING AGENT

PAYMENT TERMS  
NET 2ND DAY OF 2ND MONTH  
SHIP VIA  
SEE BELOW

ITEM SEQUENCE	QUANTITY ORDERED	ITEM IDENTIFICATION NO.	NOUN NAME	DESCRIPTION	RFQ NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	PRICE ON MULTIPLE
			CONCERNING THE GP-11 REQUIREMENTS, CONTACT TROY ROHN AT DELPHI SAGINAW STEERING PROTOTYPE OPERATIONS AT 989-757-3095.	TERMS AND CONDITIONS PRINTED ON THE REVERSE SIDE OF THE PURCHASE ORDER AND THE REFERENCE TO TERMS AND CONDITIONS DATED JANUARY, 2001 ARE NOT VALID. DELPHI'S TERMS AND CONDITIONS CAN BE FOUND ON THE WEB SITE LISTED BELOW. SELLER ACKNOWLEDGES AND AGREES THAT BUYER'S GENERAL TERMS AND CONDITIONS ARE INCORPORATED IN, AND A PART OF, THIS CONTRACT AND EACH PURCHASE ORDER, RELEASE, REQUISITION, WORK ORDER, SHIPPING INSTRUCTION, SPECIFICATION AND OTHER DOCUMENTS ISSUED BY BUYER OR ACCEPTED IN WRITING BY BUYER, WHETHER EXPRESSED IN WRITTEN FORM OR BY ELECTRONIC DATA INTERCHANGE, RELATING TO THE GOODS AND/OR SERVICES TO BE PROVIDED BY SELLER PURSUANT TO THIS CONTRACT (SUCH DOCUMENTS ARE COLLECTIVELY REFERRED TO AS THIS "CONTRACT"). A COPY OF BUYER'S GENERAL TERMS AND CONDITIONS IS AVAILABLE UPON WRITTEN REQUEST TO BUYER OR VIA THE INTERNET AT DELPHI'S WEBSITE, DELPHI.COM (BY CLICKING ON "SUPPLIERS" IN THE HEADER AND THEN "SUPPLIER COMMUNITY PORTAL", THEN CLICK ON "SUPPLIER STANDARDS" THEN "ATTACHMENTS, FORMS, AND ADDITIONAL					

5/2003

DELPHI

DELPHI SAGINAW STEERING SYSTEM  
3900 HOLLAND RD.  
SAGINAW MI  
48601

US

VENDOR NUMBER 60-881-4059  
H E SERVICES CO  
ANCON PROTOTYPE MACHINE  
1755 WICCO RD  
SAGINAW MI  
48601

TO:

DELPHI SAGINAW STEERING SYS.  
(3PI) PROTOTYPE OPERATIONS  
2975 NODULAR DR  
SAGINAW MI  
48601

US

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI  
48601

US

INVOICE TO:

US

DELPHI AUTOMOTIVE SYSTEMS  
PROTOTYPE OPERATIONS  
3900 HOLLAND RD.  
DEPT. 14  
SAGINAW MI  
48601

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PURCHASE

9

ORDER: S3S23710

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ORDER DATE  
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ALTERNATION ISSUE DATE  
ALTERNATION EFFECTIVE DATE

PHONE: 989-757-3004  
J SANBORN  
S18  
Buyer

PURCHASING AGENT

SHIP VIA  
SEE BELOW

F.O.B.  
DESTINATION UNLESS OTHERWISE INDICATED  
SHIPPING POINT

PAYMENT TERMS  
NET 2ND DAY OF 2ND MONTH

ITEM SEQUENCE	QUANTITY ORDERED	ITEM IDENTIFICATION NO.	ITEM NAME	DESCRIPTION	RFQ NUMBER	DATE REQUIRED	TAX CODE/ %	BASE UNIT PRICE	UNIT PRICE MULTIPLE
				AUTHORIZATION OF THE BUYER. "SELLER HEREBY AGREES TO RETAIN THE TOOLS DESCRIBED ABOVE FOR A PERIOD OF FIVE (5) YEARS THEREAFTER TO RETURN, TRANSFER TO ANOTHER LOCATION, OR TO REMIT THE PROCEEDS OF THE SALE FOR SCRAP TO THE DIRECTOR OF PURCHASING AS SO INSTRUCTED BY THE BUYER." TO FACILITATE PROMPT PAYMENT, PLEASE INCLUDE SET-UP AND/OR TOOLING CHARGES ON YOUR PACKING SLIP WITH THEIR APPROPRIATE SEQUENCE/ITEM NUMBER WHEN MAKING THE FIRST SHIPMENT OF THE PARTS. DELPHI BUYER RESERVES THE RIGHT TO AUDIT ALL PERTINENT DOCUMENTS RELATING TO THE GOODS OR SERVICES COVERED BY THIS PURCHASE ORDER AND IF REQUESTED BY THE BUYER, SELLER SHALL PROVIDE SUCH DOCUMENTATION PROMPTLY. BUYER SHALL REIMBURSE SELLER THE LESSER OF (I) THE AMOUNT SPECIFIED IN THIS CONTRACT OR (II) SELLER'S ACTUAL COST FOR PURCHASED MATERIALS AND SERVICES COVERED BY THIS PURCHASE ORDER AND IF REQUESTED BY THE BUYER, SELLER SHALL PROVIDE SUCH DOCUMENTATION PROMPTLY. TOOLING BREAKDOWN: WHEN QUOTING TOOLS, GAGES OR FIXTURES PLEASE PROVIDE A COMPLETE BREAKDOWN OF TOOLS WITH ITEMIZED COSTS. REQUIREMENTS FOR THE BREAKDOWN ARE AS FOLLOWS: (1) ANY DESIGN/DEVELOPMENT COST MUST BE ITEMIZED SEPARATE FROM TOOL COSTS. (2) ANY PROTOTYPE TOOLS, GAGES OR FIXTURES THAT CAN BE USED IN PRODUCTION LATER MUST BE IDENTIFIED AS PRODUCTION					

Doc 7418-15

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A000717 USER MELISSA L KALEYTA

ORIGINAL

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